

**Study Meeting**  
**Monday, April 14, 2014, 7:00 p.m.**  
**Bloomington Civic Plaza**  
**1800 West Old Shakopee Road**  
**Bloomington, Minnesota 55431-3027**

**Call to Order**

Mayor Gene Winstead called the study meeting to order at 7:00 p.m.

**Roll Call**

*Present:* Mayor Winstead, Councilmembers C. Abrams, J. Baloga, T. Busse, A. Carlson, D. Lowman, and J. Oleson.

**Study Item #1 –  
Solid Waste  
Management Plan  
Discussion**

Jim Gates, Deputy Director of Public Works explained this is the third iteration of the Draft Solid Waste Management Plan which includes answers to Council's questions from the last study meeting. He said the presentation will include a review of the memo from the Solid Waste Project Management Team and a review of the Draft Plan by Dan Krivith, Foth Infrastructure & Environment, LLC. Council to provide direction to staff regarding any additional information they'd like to see included in the Draft Plan as well as a timeframe for bringing it to a public hearing. Their presentation was as follows:

- Introduction to Plan Discussion
- Chapter 1: Introduction
- Chapter 2: Bloomington's Goals of the Plan (an overall component of the Plan)

Krivith said there are (12) goals in the Draft Plan based in part on the community input process.

Mark Bernhardson, City Manager said the goals listed for possible deletion are ones that can't be measured. He asked Council if there were things missing they wanted to see achieved.

Abrams suggested the goals be separated into primary and secondary goals, as a dozen of them plus the goals required by other entities is a lot to accomplish. She referred to the past City Council study meeting minutes and the Council members' thoughts regarding their goals and the impetus for this plan. She said measurability is important and essential to the conversation but was not completely confident in a plan that was advancing so many goals.

Winstead said he didn't see paring back the number of goals but said it will be important that the Plan can accomplish the list of goals.

Bernhardson said not all of the goals are equal so Council can delete the ones it doesn't want and prioritize the rest into primary and secondary categories.

Baloga said there are only so many goals that can be managed so the most important ones will need to be identified. He said, "assure all residents have adequate recycling" is a given.

Lowman commented he'd like to see a much more focused plan with three primary goals. He said this plan appears to be unfocused.

Gates said there is a list of all that is possible in Chapter 11, but staff could reorganize the list of components, lessen the number of goals, and make them more focused.

Winstead suggested the Council take the time to define the desired goals it wants to see in the Plan.

Busse said if there are (12) goals in the Plan, they will probably be achieved so saw nothing wrong with having that many.

**Study Item #1  
continued**

Bernhardson said the Plan is an overall discussion and said the Minnesota Pollution Control Agency (MPCA) and Hennepin County benchmarks are listed, which the City will need to achieve.

Referring to the September 23, 2014, Council study meeting minutes in which Mayor Winstead said commercial recycling should also be included, Abrams asked at what point is the City going to align the commercial recycling, in particular plastics and newspaper, which currently isn't being done.

Bernhardson explained these plans generally focus on residential but said the commercial can be added to it. He said residential is the first priority followed by commercial.

Winstead said there is such a variety in the way trash is handled in the commercial arena but said he would like to see it added.

Abrams inquired about the timing and allocation of money with regard to the commercial side and asked if that component was included in the original contract.

Bernhardson questioned whether the commercial was supposed to be added to it.

Winstead said his recollection was that there was supposed to be a substantial commercial element included in the Plan.

Carlson commented this is supposed to be a comprehensive plan.

Krivith said the commercial side was intended and is included in the Plan. He said it may not have the emphasis initially intended, but the waste stream considers all forms. He reported commercial waste makes up the majority of the solid waste as it's disposed but makes up the vast majority of recycling. He said it was included in the scope and is included in the Plan. He asked the Council as to their intent for addressing commercial, which is a feature of a comprehensive solid waste approach. He asked if the Council wanted to prioritize residential ahead of commercial. He said commercial was not meant to be ignored. He said it's in their scope but it depends on how much the Council wants to focus on it.

Winstead said if the City wants to do the right thing, the Plan should include both residential and commercial recycling.

Baloga said he would have segmented any particular element between residential and commercial to address the uniqueness of each. He said he didn't see any commercial businesses or establishments represented at the open houses; only homeowners. He asked Krivith to point out where commercial is addressed in the Plan.

Krivith listed the sections where commercial is listed in the Plan.

Bernhardson said the City needs to segment out the single-family residential, multi-family residential, and the commercial businesses.

Krivith replied City-owned buildings and parks are commercial elements lumped together under Commercial/Industrial/Institutions.

Oleson commented this is a 20-year plan. He said the City needs to focus on getting information out to the public about how this became an issue in the first place. He said people generally respond to what is logical.

Winstead said there is a timing and a balance that has to take place. He said there are county/regional/state program mandates the City is required to accomplish but it's never been clear as to what is in place. He said every home is supposed to have solid waste pick up but that's not necessarily been enforced to the degree it should be.

Gates said there are some ordinance issues with the mandates that will cause the City to rework some of its ordinances to address the enforcement issue.

**Study Item #1  
continued**

Bernhardson said the required mandates the City will have to achieve are coming from the MPCA and Hennepin County and involve solid waste and recycling, etc.

Gates said staff will discuss with Foth adding a supplemental chapter that addresses the existing requirements that are out there and will include the Hennepin County discussion on how the organics is proceeding.

Abrams said the Plan doesn't identify that the City is required to report and perform requirements from outside agencies but this is the baseline. She said they could be identified as the low hanging benchmark goals and should be identified as priorities.

Bernhardson said staff will pull together the reporting system, current activity, internal and external goals, and the desired benchmarks to make it more understandable.

- Chapter 3: Community Engagement Report. (Result of open houses and public input, which is near final. Council was asked if there was anything they wanted added to the Report.)

Winstead requested a little more definition be included regarding the haulers.

Bernhardson said this gets down to the breakdown between residential and commercial.

Lowman said he'd like to see a breakdown of the services performed by the various haulers.

Winstead requested a little more information on the haulers and said a column could be added to show what services they perform and the size of their footprint in the Metro Area.

Bernhardson asked if the County could provide that type of information.

Krivith said they will obtain tonnage data from the County in order to get a sense of size.

- Chapter 4: State, Regional, & County Solid Waste Plans & Programs

Abrams asked if the City is technically meeting the agency requirements for the various components based on current performance regardless of whether or not the Plan moves forward.

Krivith said the City is meeting the residential recycling requirement in order to receive Hennepin County grants and the reporting is adequate. He said the broader State goals in terms of recovery, waste reduction, improvements in recycling, the organics, etc. and the County's broader goals are stretch goals for Bloomington as they are for other cities. He said the City is reporting the pounds per household recycling to Hennepin County. But what hasn't been attained is the Hennepin County organics policy, which needs to be addressed in the Plan.

- Chapter 5: Demographics & Solid Waste Characterization: (Information was provided as requested in the memo.)

Bernhardson said the information on commercial recycling that is in the report is just standardized data; not Bloomington specific data. He said getting more Bloomington centric commercial recycling data and not just the Mall data will be key when the discussion on the commercial side takes place.

Krivith said there is standard readily available data that was used but they didn't dig down into Bloomington specific commercial establishments.

Winstead said he would prefer to focus on the goals rather than on the data, as Bloomington is probably above the 67% standard.

Krivith said he is reviewing the employment numbers to get better commercial numbers.

Oleson suggested getting the Chamber on board to help spur on the competitive spirit among businesses with regard to recycling.

**Study Item #1  
continued**

Winstead said the Mall of America has been a leader in recycling. Some of the developers and large real estate holders go for LEED certification and they need to create a great recycling plan. He said they're way ahead of the City so Bloomington should take their lead. He asked if 67% is enough. He said the City is lopsided on the commercial side of it.

Busse suggested breaking it down by industry specific commercial, i.e. hospitality, restaurants, retail, and a general catch-all category.

Krivith said they'll do a next level industry specific comparing of the City of Bloomington to the County.

Winstead said those numbers will add credence that the City will have to work on a commercial plan.

Abrams said government entities such as the School District, Normandale Community College, and the City, three of the top ten employers in the city, might have this embedded in their plans. Then there is the big scale manufacturing, the Mall, and office.

- Chapter 6: History of City Solid Waste Management Systems

Lowman said he enjoyed this section on the background.

Baloga said Chapter 6.1 lists the various areas but asked how many households are within each area.

Gates replied that information is provided on page 2 of the memo.

Oleson asked about the disparity of the household numbers between the five districts.

Gates replied the districts were drawn in 1989 so there has been some obvious growth west of Normandale.

Bernhardson said this distribution has worked well and that none of the haulers have questioned it.

Winstead commented on the situations whereby there are double the number of trucks on a street that borders two separate districts.

With regard to compostables and yard waste from storm debris, Oleson said he'd like to see the designation of a City-owned site to be used for storm debris drop-off. At such a location, compostable dirt could also be available.

Krivith said there are models like that and there is emphasis in the plan for increasing service for yard waste; especially brush. He said there is a plan for storm debris, which is a separate category. He said there hasn't been a lot of emphasis on the City doing composting but there has been some discussion with Hennepin County as to whether or not there would be an opportunity for that but added Hennepin County doesn't operate yard waste at its site.

Bernhardson said last year the City provided a drop-off site on property owned by the Metropolitan Airport Council (MAC) located on Long Meadow Circle whereby the City hauled debris to the site where District Power in St. Paul chipped it and used it for fuel. He staff will provide Council with a copy of the Storm Debris Policy.

Winstead said the Council will need to review the Storm Debris Policy at some point in the future.

- Chapter 7: Existing City Trash and Recycling Systems

Krivith outlined the organics piece: Food Waste/Organics/Recovery. He said there are a series of Hennepin County organic pilot programs out there.

**Study Item #1  
continued**

Winstead asked if solid waste pick up on a weekly basis is too often if more recycling and organics is added to the mix. Perhaps trash pick up should be every two weeks instead.

Baloga questioned why the City doesn't make recycling weekly and solid waste bi-weekly.

Bernhardson explained the weekly has been related to organics. He said there's no reason why the recycling can't be picked up every week.

Winstead said the question is about the frequency; what it can be and will be once the plan is in place.

Baloga commented the City of Portland, OR has a very simple plan. They created a system whereby they collect all of the recyclables and compostables each week. He said he has a big trash container and has to pile big recycling bags on top. He said people end up putting their recyclables in their trash because their recycling container is so small.

Oleson suggested the City hold off on implementing the organics so it can benefit from the pilot programs that are out there.

▪ Chapter 8: Trends in the Solid Waste & Recycling Industries

Krivith referenced the memo from Hennepin County regarding the new policy that will soon take effect regarding residential organics. With regard to commercial organics, he said if the digesters come to fruition, he believes there will be additional demand for the commercial stream of organics. He said it's a long-term trend; there will be organic systems years down the road.

Winstead asked if food makes up most of the organics.

Krivith replied about half is food and half is paper. He said the low hanging fruit on the commercial side could be from the hospitality industry; the restaurants, hotels and institutions.

Winstead said the MOA is out front on this and had to do it out of necessity.

Gates said staff chose not to address specific recycling products.

Winstead stated the 8.1 table was Peterson's concern, as the trash can sail out of some trucks and it ends up all over the neighborhood. He said it wasn't listed as one of the cons in the Automated Collection table.

Abrams referenced Chapter 8.1.4 Bulky Waste Collection and said between dropping off your bulky items and having the hauler pick them up, there is a need that should be included in the education piece, about a bag that can be purchased at the hardware store that will be picked up from the front yard without having a container dropped off for construction purposes.

Baloga said the reason trash is blowing around neighborhoods is because people are not diligent about putting out their containers closer to the actual pick up time. He said there is an enforcement component that should be addressed.

Gates said the tracking of solid waste provider crashes is not a Bloomington specific list.

Bernhardson said the police don't have a recollection of trash vehicles being involved in accidents.

Krivith remarked if haulers don't have to pick up at every house, they often speed down the street.

Winstead commented the haulers have experienced issues with non-payment and bad debt so what recourse would the City have regarding bad debt.

Bernhardson questioned how much of an issue is bad debt in the industry.

Krivith replied it's a significant amount of dollars and the haulers would prefer the City handle the billing so they don't have to incur the bad debt.

**Study Item #1  
continued**

Baloga said most cities bill garbage collection with the water bill so the debt ends up being a special assessment.

Winstead said if the City goes forward with a plan, it needs to be prepared for the discussion that will come up about billing and debt.

Bernhardson said staff will remove the last three words under the 4<sup>th</sup> bullet in Table 8-4 to read, "Current organized collection statutory process to convert from open to organized is cumbersome."

▪ Chapter 9: Budget & Resident Costs

Gates reported Maplewood residents have saved approximately \$9 per month or \$100/year per household for a total savings of \$1.1 million per year by going to an organized collection.

Winstead questioned the basis for some information under Implementation Strategies that was included in Foth's Maplewood presentation and requested Krivith get the background on why it was in there. He added the entire protocol for the curbside cleanup needs to be worked through.

Gates said the public commented they wanted to keep it. He reported the City is having trouble getting a hauler to take on the program and the 2014 program is the only year that is currently guaranteed.

Oleson commented on the scavengers that come out during the curbside clean-up and said he views them differently.

Winstead said the Council needs to dissect the program.

▪ Chapter 10: Optional Improvement Strategies

Referencing page 7, Carlson said a key question under 1.1 (Why is the City doing this Solid Waste Management Plan?) is, "How can the City significantly reduce the amount of waste sent directly to a landfill while improving the value of collection services to City residents and businesses?" He said the City is lacking an integrated waste management system and the Plan doesn't mention the environmental benefit piece. He cautioned about not losing sight of where this Plan is going; minimizing the landfilling and maximizing the environmental benefit. He said that should be the thread that is carried throughout the entire document. He said the focus needs to be on the end game. He asked if this is a plan or is it a drive towards a City policy.

Baloga said two years have passed since this topic last came before the Council. He said this document doesn't get the City any closer to the execution of a plan to do anything within Bloomington. He asked Krivith about the contract fees to date for this project.

Krivith replied the cost to date is \$100,000.

Baloga asked what it will cost to bring this Plan home.

Bernhardson said it was originally \$250,000 when it started.

Baloga commented Maplewood was able to do all of this and develop a plan for \$80,000. He asked what is different in Bloomington's case.

Winstead said this is what the Council mandated staff and the consultant to do and requested they provide.

Baloga said to date; he hasn't seen the value in this process for the citizens of Bloomington.

Gates explained staff had talked about a 3-step process. He said this step presents the options. Council will pick the options they want to see move forward so a Council-chosen program can be implemented.

**Study Item #1  
continued**

Bernhardson said this is a 3-step process because of the Minnesota system – lay the groundwork for the kind of plan desired, develop the options, and then choose the options. Once the option is chosen, State requirements are triggered.

Krivith said it was his understanding that the Council's intent was to have a comprehensive plan that touches on all aspects of integrated solid waste management and outlines options such as organized collection. He said all of the options are available to Council to debate and request more information on and they're contained in the draft Plan including commercial. He said he can't add to the value until he receives policy direction from the Council on the priorities.

Bernhardson said Council was told about the scope and it voted for was this scope of a three-step process.

Winstead said he recalls talking about the phases of the project but gagged at the cost. He said the Council has to take the information and then direct staff to work it to a plan. He said the experts will then tell the Council what it will take to get it done. He said he would like them to report back on expected outcomes.

Gates said in his opinion, Maplewood skipped the first two steps and said implement the program without public comment.

Carlson said the focus is mentioned on the first page of the document but then not again until page 69. He said the Council needs to agree on a base level regarding what it is ultimately trying to do so that all of this leads towards something. He said there are lots of good strategies but they need to contain more detail.

Bernhardson said this is a plethora of possible strategies and there are strategies within each of the options. He said the idea of an integrated plan is how the different approaches tie together to reduce the landfill.

Winstead said when this started two years ago, part of it was to achieve less landfilling and increase the amount of recycling while getting the trucks off the streets. He said the majority of these comments are about reducing the number of trucks on the street.

Carlson commented the City doesn't need to sell the public on anything but it needs to lead by example by instilling best practices within the City. He asked what the City is doing as the local government entity to encourage and foster the idea of maximizing the environmental benefits. He said the value statement is missing. He said keeping the City parks clean is a goal. He said there's a liability for commercial businesses, as their responsibility is greater than that of the residents. He said businesses can get fined, for example, so the different strategies for residential and commercial need to be defined.

Bernhardson said initially, the City could undertake a Best Practices approach and provide an educational program to encourage others separately from going to a more organized collection or as part of a more organized collection.

Carlson said he'd rather be out in front of the organized collection option because it's only a matter of time until the City is mandated to do it. He said if there are other low hanging fruit, the City should go after them and bring about positive change.

Winstead sensed a consensus from the Council that it's time to take a direction and define a plan so Council can begin talking about the elements of a plan, which would then be given back to staff to add the details.

Bernhardson said the City used to be a contract recycler. Most of the large haulers are contract recyclers, while most of the small haulers of solid waste don't like dealing with the recycling.

Carlson said recycling in the parks needs to get going.

**Study Item #1  
continued**

Bernhardson said recycling, yard waste, solid waste, and organics are the four major streams. He said staff will lay out three plans, timelines, and how to get there.

Lowman asked if the City will have a measurable tonnage goal it's trying to achieve in 20 years within each of those streams.

Bernhardson replied staff will look to track the benchmarks or get better. It understands the Council wants to go to the next step. They will lay it out in more of a time sequence. One way for a contractor to reduce landfilling is direct your garbage to the Hennepin County Energy Recovery Plant but it will increase the cost.

Winstead said the City needs to devise the Plan with the understanding that there may be additional costs. He said the Council needs to understand what the costs are in order to do the right thing. He wants to see an aggressive plan that can be implemented in a timely fashion.

Baloga mentioned a Wall Street Journal article featuring Portland, OR that talked about how they reduced the amount of garbage that was picked up. He said Bloomington needs a more aggressive plan like a 5-year plan.

Bernhardson said it's a 20-year plan and the next phase will look at the implementation of it in the next few years.

Baloga said that was too long.

Bernhardson said that will be for the Council to decide. He said staff will lay it out over the next few years and the Council can decide what it wants to do and when. He said Oleson mentioned he was nervous about doing the organics right away and prefers to wait until the pilots are done. He said that is another option.

Winstead tried to summarize the direction and said he heard the word "aggressive" used and saw nods from the Council that they're on that page whether it's all or not. He would like to see the City work to develop and implement a plan quickly and efficiently that takes into consideration the four elements; yard waste, organics, recycling, and solid waste. He said it will probably involve the City, as he doesn't see how it could not. He said the City can't just leave it to the private sector. It has to have a little more control in order to implement it and stay on top of it. He said he doesn't know if that means the City will be involved in the billing, regulations, or monitoring, etc. He'd like to see all of the private haulers engaged so they can get their fair share. He wants them involved and said the worst thing the City could do is back off from that.

Bernhardson said staff has a fair idea of where Council wants to go with this.

Carlson said Chapter 11 – Moving Towards Implementation is where it all needs to come together. There is a page of text that more or less summarizes what was laid out in previous chapters but it doesn't give the strategic direction in terms of how to actually go about implementation.

Motion was made by Carlson, seconded by Lowman, to direct staff to bring back to Council detailed "Options for Implementation" so Council can have a focused discussion that can be incorporated within the current document. No vote was taken at this time.

Baloga suggested putting a timeframe on these steps in order to provide a set of complete expectations.

Carlson inquired as to what would be a reasonable length of time.

Bernhardson said to develop the next set of options and to bring them down to an implementable plan from which Council can pick and choose, takes two to three months and didn't know if the consultant can be used at that point.

Gates replied that would be outside the scope of the Foth project but said he would discuss that with them and see if something could be put together in two to three months' time maximum.



**Study Item #1  
continued**

Carlson amended his motion, which Lowman seconded, to include a 90-day turnaround for staff to bring back the information.

Lowman also desires to be aggressive towards the goal laid out by Councilmember Carlson but said people have contacted him regarding their concerns around price and choice, which he wanted to be sure got relayed to the Council.

Winstead said this is not the time to inject those issues without knowing what that plan looks like.

Abrams said as Carlson identified in Section 11, the last sentence of the first paragraph under Recommended Next Steps reads, “not all strategies can or should be implemented at the same time but all need to be listed for this plan.” She said that sounds as if the Council has had a very hardy conversation with a lot of new ideas and a lot of requests for continued research. She desired the second part of that sentence be removed because that would leave the Council open for continued creativity and conversation whenever it may occur; in 90 days or two years from now. She wanted to make sure the Council wasn’t unnecessarily limiting itself with that statement.

Bernhardson and Winstead requested Abrams further explain her statement.

Abrams explained the sentence, “Not all strategies can or should be implemented at the same time but all need to be listed for this plan” should be changed to allow for additional conversations and possible additions to the Plan by the Council in the future.

Winstead agreed there might be some things added to the Plan but was not so sure everything could be implemented at the same time. He supported being aggressive and putting it all in there for now with the understanding that staff might come back with reasons as to why something can’t be done.

Bernhardson said a laundry list of strategies has been provided to the Council which they desire be pursued aggressively. He said there may be some other longer term educational strategies that may not be implemented right away.

Winstead said the residential side is fairly easy to grasp but the commercial side of it will start to, if this goes forward, hit on things that are not practical or will be very tough to implement or enforce. He said he would prefer to put it out there and then back off if necessary rather than creeping to it.

Oleson desired to put back on the table the fact that regarding commercial, the City would be doing itself a favor by working with businesses starting with the Mall of America, Donaldson’s, etc. He said there are some great companies in Bloomington concerned about the future so the City would be better off engaging them rather trying to plan for them. He said this is about a vision and the 20-year plan will allow the City to respond to the many changes that will be coming in the future.

Busse agreed with the Mayor’s statement about taking this Plan on aggressively and said the City has taken on a leadership role on many different subjects but cautioned the Council this will not be easy. He said in Figure 4.2, the MPCA lists what it hopes to achieve in recycling, which he said is a stretchable goal because no one is there yet. He said that’s a challenge because no city has achieved it. He commented Bloomington is not Portland. It’s not like Portland in recycling, in bicycle usage, or in transit. Using an example he knows very well, he talked about recycling on the University of Minnesota campus. He said on a campus where 18-24 year olds are the primary audience, the U of M has been offering a four-sort recycling system for 25 years. He said there are zero waste riots and zero waste football games. There are even people standing in the food court in Kaufman Union helping students by picking through and putting the right recyclables in the correct bins and yet the recycling rate on campus is 41%; right at the average with everybody else. He said this is a difficult thing to do. He said these are stretch goals because no City or organization is there yet. He liked the notion of being aggressive and taking it on but said it must be done with a dose of reality as well.

**Study Item #1  
continued**

Winstead said there's a motion on the floor and the Plan puts the mechanisms in place for people to do the right thing but it doesn't necessarily mean they will do the right thing. He said it behooves the City to have these things in place and to be ready for people to improve their behavior.

Baloga said people can be encouraged in subtle ways such as the size of the container and suggested making the recycling container larger and the trash container smaller. He said that will help alter their behavior.

Winstead summarized the motion as a direction to staff to get going with a plan and bring it back within 90 days. The Plan should be all-inclusive and aggressive. He requested as staff puts the Plan together and uncovers pitfalls, they provide Council with the options or alternatives and the reasons why or why not something should or shouldn't be included.

Carlson restated if the Plan can be approached from an "Options for Implementation" viewpoint, it will get it to where it needs to be.

Abrams inquired as to how the motion on the table differs from the motion that will be made at the conclusion of the public hearing on this Plan.

Winstead explained this motion is to turn this information into a Solid Waste Master Plan. He said staff will bring back a relative outline with a direction that Council can review and say yes or no to the options. He said then the Plan will come to a public hearing. He said that doesn't mean the Plan will be finalized. It will be what staff is presenting to the Council to consider and take to a public hearing.

Karl Keel, Public Works Director said the Plan, as it currently sits, is an inventory of where the City is at and provides a whole range of options it might be able to have. He said staff will come back with a couple of packages of implementation items. For example, the City is going to pursue organized collection and that organized collection will address five components which include addressing the City's parks. He said it will be an environmentally aggressive action. He said there may be another package of items that are not so environmentally pushy but address neighborhood concerns. The City's Plan will have an organized collection that minimizes the amount of impacts in neighborhoods including the aesthetic issues. He said staff will provide a couple of different option packages for Council's review.

Krivith said at the last study meeting, they were scoped and tasked to draft a plan that would not produce a decision on organized collection but rather addressed the option. He said three strategies for that option (primarily regarding residential) were outlined, discussed, and framed a bit more last time: Open hauling (keep it as is or make improvements), Residential (recycling only, organized) and Trash and Recycling (organized). He said those three options focus on residential but there is a series of strategies and goals that can be accomplished even if organized collection is not undertaken.

Bernhardson said staff will focus on a breakdown, which may be a little different than what was laid out originally. It may be a couple of different implementation options for single-family, multiple-family, and commercial.

Winstead said he doesn't want to see anything in the Plan that goes backwards. There are benchmarks and goals so any plan coming forward will address them and improve upon them. He doesn't want to see anything in the Plan that would diminish what is currently happening or that would make it harder for the City to achieve those goals.

Gates said this Plan lays out the various options and now with the packages, it's into the second phase of the 3-step program. He said costs will be discussed and the third phase of the program will be implementation.

**Study Item #1  
continued**

Mayor Winstead called for a vote on the motion to direct staff to bring back, within 90 days, a Plan that includes Options for Implementation that are all-inclusive and aggressive. A plan that presents organized collection with four components (recycling, yard waste, solid waste, and organics) in two different packages: An environmentally aggressive package that addresses City parks and a less environmentally aggressive package that addresses the issue of aesthetics and impacts on neighborhoods. The motion passed unanimously.

<Carlson left the meeting.>

**STUDY ITEM #2 –  
Strategic Plan  
Update –  
Gathering Facts**

Larry Lee, Community Development Director said the purpose of this meeting is to go over the key outcomes related to strategies that were in the 2008 Plan and to look at what the National Citizen Survey says about outcomes in those areas outlined in the plan. He said a lot has been accomplished in the last six years. He explained the added symbols in the section on the Citizen Survey. He said if the City lagged in anything, it was in those questions where people reported their own activities. His presentation was as follows:

- Meeting #2 – Gather Facts (results from the National Citizen Surveys)
- Goals (#1-10)
  1. Promote and/or provide enhanced alternative transportation options
  2. Be a family-friendly community
  3. Maintain and enhance City park and recreation assets
  4. Preserve and maintain our natural resources for ourselves and future generations
  5. Maximize desirability of residential and commercial areas
  6. Enhance support for seniors as they age: (7% of all housing units in Bloomington are in the senior-specific housing.)

Winstead said with regard to senior housing, the memory care and skilled nursing beds should be broken out of that percentage. He said assisted living units equal about 2% and the seniors living in independent units equals about 5% of the total housing units.

Baloga asked what the City thinks should be Bloomington's maximum number of independent and assisted housing units.

Lee replied the HRA does a projection survey every two years of what the market is for senior housing. He said the market is not completely internal. He said Bloomington is not too far behind the market projections but it has room for growth. He said HRA could make a presentation before the Council if they so desire.

Bernhardson said staff's expectation is that Bloomington's senior population will reach 25% in the next 15-20 years.

Oleson suggested the City ask the managers how many people they turn away in the different senior care buildings.

7. Create a community where residents and visitors are safe

Busse asked how the percentages of "feeling safe" compare to actually "being safe."

Police Chief Potts said Bloomington has the Mall of America within its borders, which accounts for 30% of the crime in the city. He said statistic-wise, Bloomington doesn't look so great but resident's opinion is that Bloomington is a safe community.

8. Optimize enrollment at Bloomington schools to ensure healthy class size and revenue
9. Help all public and private Bloomington schools succeed
10. Increase use of sustainable practices

**STUDY ITEM #2  
continued**

- Strategy – Land Use
  - Focus commercial and residential growth in three mixed-use districts
  - Encourage transit

Lowman inquired as to who Bloomington was compared with regarding bus service on page 11.

Winstead described the peer cities that Bloomington is compared to. He said Bloomington was compared to auto-oriented suburbs.

  - Preserve natural areas
  - Preserve industrial areas
  - Renew neighborhood centers
- Strategy – Transportation
  - Transit in the I-494, I-35W and T.H. 77 Corridors
  - Implemented Alternative Transportation Plan
  - Pavement Management Plan
  - Shared parking among developments
- Strategy – Housing
  - Preserve the character of low-density neighborhoods
  - New high density housing near transit, services, amenities, and employment
- Strategy – Utilities
  - Utilities
  - Decrease sewer inflow and infiltration
  - Encourage water conservation
  - Water management for surface and subsurface water
  - Asset Management Program
- Service Quality and Affordability
  - Financial strength
  - Professional and productive operations
  - Public investments that encourage private investments
  - Investment and development consistent with sustainability objectives
  - Residents' top six sustainable initiatives
- Anticipated Review
  - Meeting #3: Analyze
  - Meeting #4: Aspire and Strategy
  - Meeting #5: Allocate Resources
  - Meeting #6 & #7: Review and Adjust
- Up Next: May 12 Study Meeting (a presentation of the Regional Indicators Report)

Lowman had questions regarding some of the data but was requested to forward them to the City Manager.

Bernhardson said starting in May there will be no more study meetings before regular meetings unless there are short items on the agenda that can be done in an hour.

**Adjourn Meeting**

Mayor Winstead adjourned the study meeting at 10:31 p.m.

Barbara Clawson  
Council Secretary